NO. 1, FALL 1988	1-116
NO. 2, WINTER 1988	117-227
NO. 3, SPRING 1989	229-341
NO. 4, SUMMER 1989	343-465

Accordino, J. J., "Quality-of-Working-Life Systems in Large Cities: An Assessment," 345-360

Accountability: of public management, 15; of public school principals, 15-26; and specialty boards, 22-24

"Accountability and Performance Incentives for School Principals,"

Adler, S., "Technological Change in Urban Transport Organizations,"

Administration: and budgeting, 1; classical principles of, 280; and computers, 193-202; defined, 50; and expert systems, 238; and information utilities, 219-227; reforms in public-sector, 303-304; and transition, 45; Wilson's theory of, 304-305

Administrative presidency theory, 63 Artificial intelligence (AI): development shells, 126; expert system component of, 125; Japanese applications, 124; and physical disability case processing, 125; and psychiatric analysis, 126; software for PCs, 124; U.S. Army's use of (study), 124-129. See also Computer(s); Expert systems; Information technology

"Artificial Intelligence: The Time Is Now," 123-130

Artificial Intelligence Cell at the U.S. Military Academy at West Point, 129

Artificial Intelligence Training Facility of the U.S. Army Signal Center and Schools at Fort Gordon, Georgia, 129

"Assessing Productivity with Data Envelopment Analysis," 361-372

Authority: figures, 429-430; objective, 424-425; subjective, 425; and zone of indifference, 426-427. See also Leadership Authorizer's Assistant, of American Express, 258

Ballard, J. A., "Idea Generation and Productivity: The Promise of CSM," 373-386

Barnard, Chester: on acceptance process, 425-426; challenge, 428; contemporary expressions of, thought, 417-420; continuing influence in public administration, 416-417: definition of compliance, 423, 426; effectiveness/efficiency, 404; Functions of the Executive, 413-418, 423, 425, 428, 434; historical perspective on, 414-416; on morals, 427-428; on objective/subjective authority, 424-425; parallels with Milgram's work, 429-430; set of executive functions, 424; on stages of moral development, 431; zone of indifference, 413, 415, 423, 425-427,

"Barnard as a Framework for Author-

ity and Control," 413-422 Bay Area Rapid Transit (BART), 158-159

Blunt, B., "'A Government Without Good Management Is a House Builded on Sand," 403-412

"Book Notes: Recent Publications of Interest." 445-449

Books (and Software): "Book Notes: Recent Publications of Interest," 445-449: "Information Utilities and Telecommunication Networks Public Administration," for

Books (and Software) (continued) 219-227; "State and Federal Executive Transitions: Sources and Resources," 107-116; "User-Developed (Enhanced) Software: Current

and Traditional Perspectives," 331-341 Boston QWL program, 345-358

Bottom-up orientation, 291-292 Bowman, J. S., "State and Federal Executive Transitions: Sources and Resources," 107-116

Brown, D. S., "Reducing Dysfunctionalism: Another Way of Improving Productivity," 117-122

Bruce, W., "Educating Supervisors to Deal with the Problem Employee," 323-339

Brudney, J. L., "Computers and Smaller Local Governments," 179-192

Budgeting: contingency, 389; and financial forecasting, 5-7, 388-389; formats, 4-5, 13; friendliness of, environment, 2, 4-5, 7, 11; and legislative body, 13-14; local government, process (studies), 2-3; and output measures, 3; and performance measures, 2-4, 13; practices in local government (study), 1-11; practitioners, 4-5, 7; and productivity, 1-11; reformists, 1, 11; symposium, 1, 4. See also Revenue forecasting

"Budgeting and Productivity: Rejoinder to the Rejoinder," 13-14

"Budgeting and Productivity Revisited: The Local Government Picture," 1-12

Budgets: analysis scale for, 8-10; output-oriented, 11; PPB, 13; reliability, 6; types of, 4-5

"The Business of Public Management," 303-321

Business study model: incentives favoring, 309-311; and LBEs, 307-308; Reagan's adoption of, 318; stages of, 308

C

Carr, A. F., "Utility Analysis and Human Resources Management," 131-147 Cascio-Ramos Estimate of Performance in Dollars (CREPID) method, 136-137

Certificate of Achievement for Excellence in Financial Reporting, 183 Chackerian, R., "The Governor and the Transition: Getting Help and Power," 91-105

Change, See Transition

Cities: informal systems in, 173-177; information management in, 170-172; information technology impact on (study), 166-177; mainframe-dominated, 167, 170-171; microcomputer-dominated, 167-168, 170-171; and QWL, 345-358; transport systems of (study), 151-162

Cleveland (Ohio), LBE survey, 318

CoalSORT, 256-257

Columbus (Ohio) QWL program, 345-358

Commentary: "Budgeting and Productivity: Rejoinder to the Rejoinder," 13-14; "Budgeting Productivity Revisited: The Local Government Picture," "Labor-Management Cooperation and Worker Participation: A Public Sector Perspective," 229-236: "Reducing Dysfunctionalism: Another Way of Improving Productivity," 117-122; "Widening the Dialogue," 343-344

Communication: and dysfunctionalism, 118-120; and feedback, 121; global, networks, 219; individuals' acceptance of, 425-426; and managers, 121; problems with, 118-120; services, 221; software, 223. See also

Telecommunications

Community Planning and Development division (of HUD), 66-67

Comparative productivity approach (CPA), 264, 275

CompuServe, 219, 220

Computer software: communications, 223; KEE, 126; for PCs, 124; userdeveloped (enhanced), 331-341. See also User-developed software

Computer(s): and budgeting, 6-7; and capital programming, 200; and cit-

ies, 166; communication, 220; and comprehensive control, 198-199; conferencing, 221: expertise. 174-176; and forecasting, 391, 396; functions, 193; hardware, 240-241; and informal systems, 173-177; inhouse, facilities, 184-185; laptop, 220; learning-oriented purposes of, 196; literacy, 197-198; and local government, 180-181; mainframe, 167, 170-171; micro, 167-171; modeling, 7, 156-157, 199-200, 237; networks, 222-223; personal, 121, 196, 200, 221; and productivity, 165-166, 180, 200-202; rule-based, systems, 239; systems designs, 195-196; type and city population, 185; use of, in Georgia cities, 181-191; utilization of, and administrative performance, 183. See also Artificial intelligence; Information technology "Computers and Smaller Local Gov-

ernments," 179-192 Consensus building, 152, 155

"Constitutional and Administrative Implications of Computers," 193-203

Coursey, D. H., "Expert System Technology for Managerial Applications: A Typology," 287-262

tions: A Typology," 237-262
Crawford slip method (CSM): analyzing data using, 379-380; applications of, 381-384; applying, 377-381; collecting data using, 380; description, 376-377; follow-up in, 380-381; and job training, 382-383; and OD, 374-375; origins of, 375-376; and planning, 383-384; preparation for, 377; for productivity enhancement, 381-382; and public sector productivity, 374
Cuyahoga County (Ohio), 388

D

Data centers. See Information systems organizations (ISOs)

Data envelopment analysis (DEA): example of, 363-366; at Fort Wayne Community Schools, 367-369; mathematical models of, 362-363; as mea-

sure of DMU efficiency, 364-367; and public sector organizations, 361, 366, 369; testing of, 361

Data processing: automated, 124-125; staff and information technology, 168-170

Decision-making units (DMUs), 363-364

Decision support system (DSS) typology, 124, 238, 243-244, 245

Defense Logistics Agency (DLA), 31 Delphi, 219, 220, 375

DELTA, 252

DENDRAL, 252, 254

DIALOG, 221

Dilworth, R. L., "Artificial Intelligence: The Time Is Now," 123-130 Disability Review Council (DRC),

Dysfunctionalism: approaches to, 120-122; and behavior, 120; and communication, 118-120; long-lasting effects of, 120; managers' approaches to, 121-122; reasons for, 117-118; and transition, 49

E

ECESIS, 258

Econometric equations, 6-7

EDAAS, 246

Edner, S. M., "Technological Change in Urban Transport Organizations," 151-163

"Educating Supervisors to Deal with the Problem Employee," 323-339

Education and Training: "Educating Supervisors to Deal with the Problem Employee," 323-339; "Implementing More Productive Management Training Programs," 437-444; "Increasing the Productivity of Public-Sector Training," 205-217

Educational Productivity Council, 175

Educational specialty boards, 22-24 Effectiveness/efficiency: and Brownlow report, 404-405; debated in federal convention of 1789, 407-408; and energy in government, 403-411; and executive responsibilEffectiveness/efficiency (continued) ity, 406, 424; and Jamestown settlement of 1606, 408-411; of public administration, 403-404; Roosevelt's view of, 405; and U.S. Constitution, 404; Wilson, Gulick, Urwick, and Barnard on, 404. See also Efficiency analysis

Efficiency. See Effectiveness/efficiency; Productivity

Efficiency analog, 364

Efficiency analysis: and DEA, 363; mathematical model, 264-266; results of, for ISOs, 270-272; of service organizations, 267

Efficiency frontier, 364-365

Elam, J. J., "Evaluating Productivity of Information Systems Organizations in State Government," 263-277

Emergency Conferencing System, 221 EMME model of planning, 152, 156 Employee assistance programs (EAPs), 326, 328

Employee involvement (EI), 230

Employees: assistance programs for, 326, 328; and Barnard's zone of indifference, 413, 415, 418; behavior, 49; and CSM, 375; dealing with problem, 323-328; federal, work effort, 33-35; helping, 326, 328; and incremental approach to planning, 373-374; learning styles of, 211-213; morals of, 427-428; motivation, 49, 295, 324-325; and OD interventions, 375; participation in organi-QWL zations. 418-419: and programs, 350, 354; satisfaction, 295-296; sense of self, 325; and transition, 43; turnover, 49. See also Personnel

ERISKO, 254

"Evaluating Productivity of Information Systems Organizations in State Government," 263-277

"Executive-Level Transition: Toward a Conceptual Framework," 45-59 "Executive Transition in Govern-

ment" (featured topic), 43-105 Executives: Barnard's functions of, 413, 424; competence problems of, 49-50; effectiveness/efficiency of, 403-404; energy in government, 403-411; morals of, 427-428; objective/subjective authority, 424-425; subjective domain of, 56; and transition, 43-44, 45-58. See also Management

Experimental Housing Assistance Pro-

gram, 65

"Expert System Technology for Managerial Applications: A Typology," 237-262

Expert systems: benefits of, 237-238; "black box," syndrome of, 238; characteristics, 248-249; consultative, 246-247; conventional task, 255-256; decision-making role of, 244-245; defined, 237; development, 241-242; difficulties of, 238; documenting/validating, 126-127; and DSS, 243-244; exploratory, 253-255; exporting, 128; hardware/software, 240-241; interface, 256-257; judgment in, 127-128; and knowledge engineers, 126, 254; organizational implications, 250-251; for public administration, 238; replication, 252-253; Simon's phase model of, 245-246; social science, research, 238. SRI International survey of. 238; structure, 239-240; support for, 129; task execution, 257-259; training, 247, 252; typologies, 242-244, 259-260; typology development of, 238-239. See also Artificial intelligence

F

Featured Topic: "Executive Transition in Government," 43-105; "Information Technology in State and Local Government: An Introduction," 149-203; "Management Thought and Productivity (Part 1)," 279-321; "Management Thought and Productivity (Part 2)," 401-435

Federal Aviation Administration (FAA) study, 68

Feedback, 121, 375

Financial forecasting. See Budgeting; Forecasting; Revenue forecasting "Fiscal Stress as a Stimulant to Better Revenue Forecasting and Productivity," 387-400

Florida: changes in OPB (study), 193-202; governors in (study), 92-105

Florida State University's Center for Productivity Improvement, 92

Forecasting: analytical models, 396; causal, predictive models, 396; and computers, 391, 396; model building, 390. See also Revenue forecasting

Fort Wayne (Indiana) Community Schools, and DEA, 367-371

FRAs (Fire Risk Assessment System), 252, 253, 255, 256

The Functions of the Executive (C. I. Barnard), 281, 413-18, 423, 425, 428, 434

G

GAAP (generally accepted accounting practices), 333, 339

GAAS (generally accepted accounting standards), 333

Gabris, G. T., "Implementing More Productive Management Training Programs," 487-444

Georgia, computer use in cities of (study), 181-191

Golembiewski, R. T., "The Papers and Productivity: Posterity's Guidance for Today's Challenges," 283–301

Government: personnel, agency 31-32; analysts, 194; budgeting in local, 1-11; business sector review of, 310-311; comparing, agencies, 36-37; effectiveness/efficiency in, 403-404; energy in, 403-411; finance directors, 3; fiscal stress in, 387-389; future of, agencies, 39-40; inefficiency in federal, 29; and information technologies, 149-150; and LBE model, 309-310; local, and computing technology, 179-191; management of, transition, 46-47; and private sector, 29, 36, 40; privatization of, 405-406; productivity friendliness in local, 2, 4-5, 11; professionalism, 181, 184; quality of, administration, 186-189; regimes, 51, 53, 56; revenue forecasting in, 387-392; spending limitations, 310; state, and information systems, 263-275

Government Finance Officers Association (GFOA), 1, 183, 186-187

"'A Government Without Good Management is a House Builded on Sand.'" 403-412

"The Governor and the Transition: Getting Help and Power," 91-105

Governors: as chiefs of staff, 94, 96-98; Florida, 92-105; help and power strategies, 93-94; issues facing incoming, 80; office as institution, 98-102; personality and role, 92-93; prior experience of, 76-78; program/personnel policies, 80-84; relationship with outgoing administration, 78-80; staff, 94-96; staffing policies, 102-104; Tennessee, 77-78; and transition, 47, 73-89, 91-105

Grothe, B. P., "Fiscal Stress as a Stimulant to Better Revenue Forecasting and Productivity," 387-400 "Gubernatorial Transition: Variables That Influence Changeovers," 73-89

Gurus, technology, 173-174

Guthrie, T. L., "Assessing Productivity with Data Envelopment Analysis," 361-372

H

Halachmi, A.: "Gubernatorial Transition: Variables That Influence Changeovers," 73-89; "Information Technology in State and Local Government: An Introduction," 149-150

Hawthorne Studies, 280

Headquarters, Department of Army (HQDA) Artificial Intelligence Center, 126

Height, R., "Accountability and Performance Incentives for School Principals," 15-27

Heritage Foundation, 63

Hildreth, R. P., "The Business of Public Management," 303-321

Hildreth, W. B., "The Business of Public Management," 303-321 Holzer, M.: "Book Notes: Recent Publications of Interest," 445-449; "Widening the Dialogue," 343-344 Housing Voucher Program, 64-68 HUD Office of Policy Development and Research, 65 Human resources management (HRM), 144-145 Human service organizations. See Service organizations Hybrid budgets, 4-5

I

"Idea Generation and Productivity: The Promise of CSM," 373-386 Idea-generation techniques, 375-376 "Implementing More Productive Management Training Programs," 437-444 "Increasing the Productivity of Public-Sector Training," 205-217

Information management, 170-172
Information systems organizations (ISOs): components of, productivity model, 268; effectiveness analysis, 273; efficiency analysis, 264-267, 270-272; measuring productivity of, 264-275; operationalization of, productivity model, 269-270; resources of, productivity model, 267-268; traditional mea-

Information technology: changes in, 165; and data-processing professionals, 168-170; in government, 149-150; and informal systems, 176-177; at Metro, 155-157; in urban transport organizations, 151-162. See also Artificial intelligence; Computer(s) "Information Technology in State and Local Government: An Intro-

sures of, performance, 268

duction" (featured topic), 149–203 Information utilities: and communication services, 221; defined, 220; in research, 225; in teaching, 224–225; types, 219

"Information Utilities and Telecommunication Networks for Public Administration," 219-227 Ingraham, P. W., "Transition and Policy Change in Washington," 61-72
International City Management Association survey, 345
International Harvester Company, 437
Iowa Basic Test of Skills, 367
IR-NLI, 257

J

Japan, AI applications, 126 JAPES (Job Application Personnel Evaluation System), 247 Job performance. See Performance Joint labor-management committees (JLMCs), 230, 232

K

Klay, W. E., "Constitutional and Administrative Implications of Computers," 193-203 Knowledge Engineering Environment

(KEE) software, 126

Kohlberg, Lawrence: approach to moral development, 431-433; and Piaget's scheme of moral development, 431; tests of Milgram's subjects, 433

L

Labor-management cooperation (LMC): for employee improvement, 345; need for definition of, 231-233; programs, 230; proposed definition of, 233; in public sector, 233-234; and worker participation, 229-231 "Labor-Management Cooperation

"Labor-Management Cooperation and Worker Participation: A Public Sector Perspective," 229–236

Leadership: aspects of executive, 424; and credibility, 439, 441; interactions with organizational culture, 296-297; traits, 437. See also Authority; Executives; Management

Learning: affective, 211; evaluation of, 215; field-dependent, 212-213; field-independent, 211; global, 211

Light rail transit (LRT) system, 153, 155, 158, 159-161

Line-item budgets, 4-5, 8, 11, 13, 14 LISP (list processing) equipment, 126

Loaned business executives (LBEs): and citizens, 316; and employees, 315; and legislative branch, 314-315; process, 308; and public managers, 315; recommendations, 317-319; scope, 316-317; and staff director, 312-314; stakeholders, 311-316; survey of City of Cleveland, 318

Local area networks (LANs), 222

Local Government Operations Survey, 181-182

Ludwin, W. G., "Assessing Productivity with Data Envelopment Analysis," 361-372

M

Machine (classical, Theory X, orthodox) model of management thought, 279-280

MacManus, S. A., "Fiscal Stress as a Stimulant to Better Revenue Forecasting and Productivity," 387-400

Management: accountability of pub-15; and communication, 118-120; and computer utilization, 183; credibility of, 439-441; effectiveness/efficiency of, 403-404; of federal agency personnel, 31-32; good, 122; of government transition, 46-47, 48; jigsaw puzzle, 63; machine model of, thought, 279-280; misconceptions of, 441; performance, 144; political, strategies, 62-63, 70; and QWL programs, 349-350, 355; reports in ISOs, 274; and strategic-choice concepts, 230; time, 199; tools in local governments, 5; and transition, 45. See also Executives; Managers

Management information science (MIS), 238

Management information systems (MISs), 153-154

"Management Thought and Productivity (Part 1)" (featured topic), 279-321 "Management Thought and Productivity (Part 2)" (featured topic), 401-435

Managerial grid, 438

Managers: city, 175–176; and communication, 118–120, 121; emotions of, 325–326; human service, 26; of ineficient ISOs, 271; and LBEs, 315; and microcomputers, 172; middle, and QWL, 350, 354; modern, and QWL, 349; and OD interventions, 375; perception of management training, 440; political, 71; public, responsibility, 234; public school, 25; public-sector, 131; reprogramming, decision making, 237; training of, 437–443. See also Executives; Management

Mann, S. Z., "Labor-Management Cooperation and Worker Participation: A Public Sector Perspective," 229-236

MCI, 222

Merit pay plans, 21, 23-24

Merit Systems Protection Board (MSPB), 31

Metropolitan Service District (Metro) of Portland (Oregon), 151-157 Metropolitan Washington Airport Authority (MWA), 69

METS-DENDRAL, 254

Milgram, Stanley: on authority figures, 429-430; on code of morals, 430; on compliance, 430, 434; electric shock experiments, 429; on group support, 430; parallels with Barnard's work, 429

Miller, G. J., "Moral Code, Compliance with Authority, and Productivity," 423-435

Modems, 222-223

"Moral Code, Compliance with Authority, and Productivity," 423-435

Moral development: Kohlberg's approach to, 431-433; Milgram's work on, 430; Piaget's scheme of, 481

Motivation models, 295

MVS (multiple virtual storage) system, 258

MYCIN, 246, 257

National Association of Governors, 73

National Commission on Excellence in Educational Administration, 16 National Commission on Housing, 65 National Governor's Association, 43, 46

National Labor Relations Board (NLRB), 235, 236

"New Information Technology and Organizational Context: Nine Lessons," 165-178

New Jersey, principals in (study), 16-26

New School for Democratic Management (San Francisco), 348, 352

New York City QWL program, 345-358

Newell, T., "Why Can't Government Be Like . . . Government?" 29-41 Noneconometric modeling, 6-7

0

OASES, 246

Office of Emergency Preparedness, 221

Office of Planning and Budgeting (OPB) for state of Florida, 193-202 Ohio State University Center for

Human Relations Research, 349 Organization for Economic Cooperation and Development (OECD),

Organizational development (OD): defined, 374; effectiveness of, 374-375; types of interventions, 375

Organizations: and action research, 300; administration of service, 16, 25-26; and Barnard's zone of indifference, 413, 415, 418; and Barnard-Simon theory of, 418-419; coordination in, 292-294; 427; divisional structures, 298; employee participation in, 418-419; gurus in, 173-174; historical perspective, 414-416; informal structures, 166, 173-177; and innovation, 181; integrative structures, 297-298; interdependence in, 419; and leadership-cul-

ture interaction, 296-297; Leavitt's general model of, 267; management training in, 440-442; municipal, and QWL programs, 345-358; and OD, 374-375; open-systems approach to, 420; orientations, 290-292; patterns of change in, 52-53; productivity and computers, 165-166; self-interest theory of, 419-420; and Simon's zone of acceptance, 418; theories, 285-289; and transition, 54, 56; values, 289-290

O'Toole, D. E., "Budgeting and Productivity Revisited: The Local Government Picture," 1-12

P

"The Papers and Productivity: Posterity's Guidance for Today's Challenges," 283-301

Papers on the Science of Administration (L. Gulick and L. Urwick), 279. 283-300. 305; and action research, 300; and appropriate organization theory, 288-289; discussion of organizational theories, 285-289; and divisional vs. classical model, 297-298; and effectiveness, 295; and employee satisfaction, 296; expectations about, 284-285; goal bases of, 289-290; implications for research, 294-300; and infrastructure for research, 285; and management vs. leadership, 296-297; organization of work in, 293; topdown orientation of, 291; and utopian theory, 287

Performance: assessing service organization, 16, 25; budgets, 4-5, 11; definition of exemplary, 35-36; dollar value of, 136-137; incentives for school principals, 16, 20-22; job, 133-134; management, 144; measurement, 145; measures for budgeting, 2-4, 13; and merit pay plans, 21; monetizing, gains, 135-136; and nonmonetary rewards, 24; PIP method of measuring, 30-37; public-sector, 132; quantifying, 132-133; and training, 207

Performance budgets, 4-5, 11 Performance Management Indicators

Report (PMIR), 35

Performance measures. See Performance: measures for budgeting

Personal Service Support Directorate (PSSD) of the U.S. Army's Total Army Personnel Agency (TAPA),

124-125, 128

Personnel: function as cost center. 138; of governor's office, 94-96; learning styles of, 211-212; lowerlevel, and task systems, 256; management of federal agency, 31-32; management in public sector, 420; policies of Tennessee governors, 80-84; recruitment strategies, 102-104; and revenue forecasting, 391; selection/training, 134-135, 137-139, 144-145; skills, attitudes, and knowledge (SKAs) of, 207; trainee-oriented behavioral learning objectives (TOBLOs) of, 207; work effort of federal agency, 33-35. See also Employees

Physical evaluation boards (PEBs),

125

Pima County (Arizona) QWL pro-

gram, 345-358

Planning: and computer modeling, 156-157; and CSM, 383-384; EMME model, 152, 156; incremental improvements approach, 373; monopolistic, 154-155; process in Florida, 199; and records management, 199; redundant, 154; strategic, 73; strategic leaps approach, 373

Planning-Programming-Budgeting System (PPBS), 13

PoliNet, 220, 222, 224

Political control: case studies of, 65-70; and DOT, 68-70; in governor's offices, 99; hierarchical, 62-64, 70; and HUD, 65-68; models, 63-64

Portland (Oregon) urban transport (study), 151-162

Potential for the Improvement of Performance (PIP), 30-37

Power user, 332

Presidential Transition Act, 107

President's Committee on Administra-

tive Management (Brownlow Committee), 304, 305, 306, 404-405

President's Private Sector Survey on Cost Control (Grace Commission), 29, 30, 304, 305, 306, 310, 314, 316, 318, 319

Principals: accountability of, 15-26; commitment, 18-19; effectiveness, 19-20; New Jersey (study), 16-26; nonmonetary rewards for, 24; onsite evaluations of, 22-23, 26; performance incentives, 20-22; salaries, 21

Private sector: administration, 303-304; vs. federal government, 29, 36, 40; and QWL programs, 345, 347

Privatization, 405

Productivity: broad spectrum sense, 284; and budgeting, 1-11; of bus system, 159; and capital investment, 179-180: comparative. approach, 264, and computer networking, 220; and CSM, 373-384; in data centers, 263-275; and DEA, 360-370; and divisional model, 298; and dysfunctionalism, 117-123; effects of computers on, 165-166; and employees, 373-374; and executive energy, 403; friendliness, 2, 4-5, 7, 11; goals for America, 230; improvement at Tri-Met, 161; and incremental planning approach, 373-374; individual role 280-281; and information technology, 177, 180; and leadership-culture interaction, 296-297; and personnel selection/training, 134-135, 137-139, 144-145; and problem employees, 323; of publicsector employees, 205-215; and public-sector performance, 132; and quality circles, 374, 376; and revenue forecasting, 387-398; and staffing, 200-202; and transition, 85. See also Efficiency analysis

Productivity Environmental Preference Survey (PEPS), 213-214

Productivity in Review: "Accountability and Performance Incentives for School Principals," 15-27; "Artificial Intelligence: The Time Is Now," 123-130; "Assessing Pro-

Productivity in Review (continued) ductivity with Data Envelopment Analysis," 361-372; "Evaluating Productivity of Information Systems Organizations in State Government," 263-277; "Expert System Technology for Managerial Applications: A Typology," 237-262; "Fiscal Stress as a Stimulant to Better Revenue Forecasting and Productivity," 387-400; "Idea Generation and Productivity: The Promise of CSM," 373-386; "Quality-of-Working-Life Systems in Large Cities: An Assessment," 345-360; "Utility Analysis and Human Resources Management," 131-147; "Why Can't Government Be Like . . . Government?" 29-41

Program budgets, 4-5

Programming: capital, 200; and DEA, 361-371; linear, model, 266-267. See also Computer software

Project Network (Pima County), 348-349

Public administration. See Administration

Public administrators. See Administrators

Public-choice economies, 405-406 Public schools. See Schools

Public sector: and CSM, 384; and DEA, 363-371; effectiveness/efficiency in, 403-404; energy in, 403-411; expert systems in, 123-129; fiscal stress in, 387-389; labor-management cooperation in, 233-234; labor relations in, 231; learning styles of, employees, 211-213; and OD interventions, 374; performance, 132; personnel management in, 470; vs. private sector administration, 303-304; privatization of, 405-406; problem employees in, 323; productivity of, 215-216; public-choice model, 405; revenue forecasting in, 387-397; training in, 207-209; unionism, 135

0

Quality circles (QCs), 230 Quality-of-working-life (QWL) programs: accomplishments, 346; crises in, 351-352; and employees, 350, 354, 356; funding of, 353; ideological stimulus model of, 348; implementation of, 351; initiation of, 347-350; institutionalization of, 353; life cycle of, 347-354; and managers, 349-350, 354; municipal, 345-358; pragmatic stimulus model of, 347-348; and private sector organizations, 345; research/practice of, 357-358; as strategic policy choice, 348; strengths/weaknesses of, 354-357; structure of, 345-346

"Quality-of-Working-Life Systems in Large Cities: An Assessment," 345-360

R

Rabin, J.: "Budgeting and Productivity: Rejoinder to the Rejoinder," 13-14; "Management Thought and Productivity (Part 1)," 279-281; "Management Thought and Productivity (Part 2)," 401-402; "Moral Code, Compliance with Authority, and Productivity," 423-435

Rainey, H. G.: "Executive-Level Transition: Toward a Conceptual Framework," 45-59; "Executive Transition in Government," 48-44

RBMS, 255, 256

RBT (Recovery Boiler Tutor), 247

Reality performance management (RPM), 326

"Reducing Dysfunctionalism: Another Way of Improving Productivity," 117-122

Results-oriented descriptions (RODs), 207

Revenue forecasting: accuracy of, 398; and fiscal stress, 387–388; improving accuracy of, 388–391; model building, 390; personnel-oriented factors, 391, 397; process-oriented factors, 389–390; substantive factors, 390–396; survey of, in U.S. counties, 391–398; techniques, 393–397; technological factors, 391, 396. See also Budgeting; Forecasting

Richards, C. E., "Accountability and

Performance Incentives for School Principals," 15-27

Rocheleu, B., "New Information Technology and Organizational Context: Nine Lessons," 165-178

Rogers, B. D., "Gubernatorial Transition: Variables That Influence Changeovers," 73-89

RX system, Stanford University, 254

S

Sampson, N. S., "User-Developed (Enhanced) Software: Current and Traditional Perspectives," 331-341 San Francisco QWL program,

345-358

Schools: and DEA, 367-369; national studies on public, 15-16; reward systems for, 15 Selected Exempt Service (SES) of

Florida, 103

Senior Management Service (SMS) of Florida, 103

Service Employees International Union (SEIU), 348, 352

Service organizations. See Organizations: service

Shangraw, R. F., Jr., "Expert System Technology for Managerial Applications: A Typology," 287-262

cations: A Typology," 237-262 Sherwood, F. P., "The Governor and the Transition: Getting Help and Power," 91-105

Socio-technical systems (STSs), 280 Software. See Books (and Software); Computer software

The Source, 219, 220

Staff. See Personnel STAKES, 38

"State and Federal Executive Transitions: Sources and Resources," 107-116

Stewart, D. W., "Barnard as a Framework for Authority and Control," 413-422

Stipak, B., "Budgeting and Productivity Revisited: The Local Government Picture," 1-12

Supervisors. See Managers

Survey-feedback activities, 375

Systems analysis: and CSM, 376; ideageneration techniques, 375-376. See also Efficiency analysis

T

"Technological Change in Urban Transport Organizations," 151-163 Telecommunications: future of, 225-226; process, 220-222. See also

Communication Tennessee, gubernatorial transitions in (study), 74-88

Theory X, 63, 279

Thomas, J. B., "Evaluating Productivity of Information Systems Organizations in State Government," 263-277

Top-down orientation, 291

Trainee-oriented behavioral learning objectives (TOBLOs), 207

Training/development: assumptions about, 440-441; and computers, 173; contingency approach to, 438; conventional management, 438-439; critical event model, 206-211; CSM. 382-383; effective, 441-443; and expert systems, 247, 252; human relations, 437; impetus for, 440; implementation, 439-441; incorrect, practices, 439; in-house, and learning styles, 442-443: 211-213; and managerial grid, 438; methods, 209-211; normative model, 437-438; out-of-house, 442; and physiological styles, 213; productive programs for, 437-443; public sector, 205-215; and self-actualization, 438; for supervisors of problem employees, 324-328; and utility analysis, 137-139, 144-145; validity of, 136

Transition: analyzing, 53–58; antecedents of, event, 54–55; components of, strategy, 62; dysfunctional aspects of, 49; and federal policy, 61–71; and government executives, 43–44, 45–58; gubernatorial, 47, 73–89, 91–105; institutionalization of, 85–88, 104; literature on, 47–49, 51, 52; and macro factors, 73, 76; model for institutionalizing, 88–89; ongoing patterns of, 52; and organizational performance/productivity, 49–50; and organizational research,

Transition (continued)

46; as outcome of electoral process, 46; outcome of, event, 56-58; political processes of, 46; preparation, 87; presidential, 47-48, 62-64, 71; and productivity, 85; and public administration, 45; and public employees, 43; research directions for, 58; resources on, 107-116; responses to, 57; and stakeholders, 57; as strategy-influencing event, 56; studies' methodology, 50; successful, 50, 84; types of, 51-53; within-regime, 56

"Transition and Policy Change in Washington," 61-72

Trent, D. M., "Idea Generation and Productivity: The Promise of CSM," 373-386

Tri-County Metropolitan Transit District (TRI-Met) of Portland (Oregon), 151, 157-161

Turoff, Murray, 221 Tymnet, 222

U

UNINET, 222

Unions: avoidance of, 230; contributions of members of, 232-233; and LBEs, 315; public sector, 235

U.S. Department of the Army, 36-37

U.S. Department of Defense, 30 U.S. Department of Housing and Urban Development (HUD), 30, 31, (study), 65-68

U.S. Department of Labor survey, 346, 349

U.S. Department of Transportation (study), 68-70

(Study), 68-70 U.S. General Accounting Office (GAO), 31, 36, 38, 40, 64

U.S. Office of Management and Budget (OMB), 65

U.S. Office of Personnel Management (OPM), 31, 35, 38, 39, 40

U.S. State Department, 30, 31 University of Southern California Pro-

ductivity Network, 376 Urban Information Systems Project (URBIS), 180-181

Urban transport organizations (study), 151-162

Urban Transportation Planning System (UTPS), 156

"User-Developed (Enhanced) Software: Current and Traditional Perspectives," 331-341

User-developed software: barriers, 339-340; concerns and factors, 332-333; control, 333-334; defined, 331; do-it-yourself, 332-333; enabling, 33; growth of, 338-339; historical factors, 334; and Martin's human connection, 336-337; and Nolan's stage model, 335-336; opportunities, 339; solutions, 340; studies, 338; theoretical constructs, 334-338; types, 332. See also Computer software

User-enhanced software, 332. See also User-developed software

Utility analysis: formula for, 135-136; and HRM, 144-145; and job performance, 135-137; and personnel selection/training, 134-135, 137-139, 144-145; practical, 139-144 "Utility Analysis and Human Resources Management," 131-147

V

Validity: concept of, 134; and performance measurement, 145; and personnel selection, 134-135

Value-added networks (VANs), 222 Vasu, M. L., "Information Utilities and Telecommunication Networks for Public Administration," 219-227 Von Stroh, G. E., "User-Developed (Enhanced) Software: Current and

Traditional Perspectives," 331-341 W

Wechsler, B.: "Executive-Level Transition: Toward a Conceptual Framework," 45-59; "Executive Transition in Government," 48-44

"Why Can't Government Be Like . . . Government?" 29-41

"Widening the Dialogue," 343-344 Wooldridge, B., "Increasing the Productivity of Public-Sector Training," 205-217 Worker participation. See Labormanagement cooperation

X

XCON, 258, 259

Y

YES/MVS monitors, 258 Yu, P. J., "Constitutional and Administrative Implications of Computers," 198-203

Z

Z scores, 135, 139 Zero-base/target-base budgets, 4-5 Zone of acceptance (Simon's), 418 Zone of indifference (Barnard's), 413, 415, 418, 423, 425-427, 434